

Concordia University
Council of the John Molson School of Business
Minutes of the meeting held Friday, November 22, 2002

Present: J. Tomberlin (Dean)
J. Ahmad (Econ.), K. Argheyd, (Mana.), C. Bayne (DS&MIS), H. Bhabra (Fina.),
S. Bognar (Mana.), B. K. Buyukkurt (Mktg.), R. Chandra (Mktg.), D. Chow
(CASA), D. Doreen (DS&MIS), M. Genova (Staff), S. Goyal (DS&MIS),
A. Guindon (Lib.), A. B. Ibrahim (Assoc. Dean), G. Kanaan (Assoc. Dean),
D. Kira (DS&MIS), R. Knitter (Mana.), M. Magnan (Assoc. Dean), S. Miller
(CASA), D. Morin (Assoc. Dean), F. Nebebe (DS&MIS), R. J. Oppenheimer
(Mana.), D. Peltier-Rivest (Acco.), M. Perugini (CASA), A Robin (CASA),
S. Robinson (Acco.), C. A. Ross (Mktg.), M. Sharma (DS&MIS), C. Y. Suen
(Comp. Sci.), L. Switzer (Fina.), M. Thakor (Mktg.)

Guests: S. H. Appelbaum, A. Blasi, K. Boulos, M. Buyukkurt, A. Hochstein, S. Horn,
B. Shapiro, H. Simpkins, C. Webb

Absent with

Regret: A. Ahmad, P. Bolla, R. Ferguson, J. E. Jans, R. Kapoor, P. Tragoulas

I Call to Order

The meeting was called to order at 9:35.

II Closed Meeting

III Open Meeting

IV Approval of Agenda - JMSB-2002-06A

The Chair outlined the amendments to the documents included with the agenda document.

It was moved by S. Robinson and seconded by R. Knitter that the agenda be approved as presented.

The motion was unanimously carried.

V Approval of the Minutes - JMSB-2002-05M

It was moved by M. Sharma and seconded by B. Ibrahim that the minutes be approved with the following amendments: Add A. Guindon and R. Knitter to the attendance list.

The motion was unanimously carried.

VI Chair's Report and Question Period (maximum 15 minutes)

J. Tomberlin advised that plans for the new building have been evolving. Consequently the plans to be sent to the individual units for comments would not be available until mid-December. The deadline for finalizing the plans has been extended until January 2003.

With regard to the moratorium on Middle East activities, he reported that at their meeting held November 20th the Board of Governors voted to lift the moratorium. S. Appelbaum, the School's representative on the Board of Governors, will report further under item IX viii.

The Chair announced that Professor Steven Appelbaum, Department of Management, has been appointed as the Concordia Research Chair in Organizational Development. A celebration of this appointment will be scheduled in the New Year. Members of Council joined the Dean in congratulating Professor Appelbaum.

The Chair commented on the huge success of the Fifteenth Annual JMSB Awards of Distinction cocktail reception that was held on Tuesday, November 19th at Musée d'art contemporain de Montréal. The Master of Ceremonies for the event was Mr. Hugh Segal, President of the Institute for Research on Public Policy. Awards were presented to Ms. Helen Kearns, President, Nasdaq Canada, Mr. Morton A Cohen, President and CEO, Clarion Capital, Mr. James C. Cherry, President and CEO, Aéroports de Montréal, Ms. Hilary Radley, Designer and CEO, Hilary Radley Design Studio. A special award was presented to the Honorable Pierre Sévigny who was responsible for initiating the Awards of Distinction. Feedback regarding the cocktail format versus the luncheon format has been extremely positive.

J. Tomberlin welcomed M. Genova who was recently elected to represent the staff on Council. Members of Council applauded Ms. Genova.

The Chair announced that the following Faculty members have been successful in the SSHRC Initiative for the New Economy Program

- Professor S. Ray, co-investigator with principal investigator from the University of Alberta in the amount of \$865,750.
- Professor L. Kryzanowski, co-investigator with G. Dionne principal investigator from HEC and M. Magnan in the amount of approximately \$3,000,000.
- G. Kersten, principal investigator on a grant entitled Electronic Negotiations, Media and Transactions in Socio-Economic Interactions in the amount of \$1,400,000. Co-investigator with Professors Etezadi, Laframboise and Vahidov and faculty members from McMasters and the University of Ottawa.

In closing, he wished everyone the best for the holiday season and invited everyone to come to the traditional JMSB holiday celebration on Thursday, December 5th at 4:00 p.m. in the Sir George Williams Faculty Club.

One member of Council questioned why the room for the Council meeting had been changed. The Chair responded that GM302 was larger than GM403-2.

The Chair confirmed that the success of faculty grant recipients would be posted on the JMSB website.

VII Council Elections

VIII Business Arising from Previous Meeting

- i) Council membership: Department representation external to the JMSB for 2002-2003

At the May 2002 Council meeting, Council members adopted a motion to invite a member of the English Department to sit on Council for the 2002-2003 academic. After some discussion with the Chair of the English Department it was agreed that it would be preferable to invite a representative from TESL due to the concerns about JMSB students' difficulties with the English language. The Department of Education has already been contacted to confirm their willingness to send a representative from TESL for the balance of the year.

It was moved by G. Kanaan and seconded by M. Sharma that Council invite a representative from TESL to sit on the JMSB Council for the balance of the 2002-2003 academic year.
The motion was carried unanimously.

- ii) Revised criteria for Honorary Doctorates degrees and JMSB Awards of Distinction – JMSB-2002-06A-01

M. Magnan explained that the criteria for the Honorary Doctorate emphasize a life-time career with exceptional service to society while the Awards of Distinction consider ongoing career contributions. Normally the Honorary Doctorate is awarded at the end of the recipient's career.

It was moved by M. Magnan and seconded by M. Sharma that Council approve the revised criteria for Honorary degrees and Awards of Distinction as presented in document JMSB-2002-06A-01.

One member of Council remarked that Honorary Degrees in the past have been awarded to individuals who were clearly mid-career.

Two members of Council objected to the Honorary Doctorate criteria restricting the award to business administration.

The mover and the seconder agreed to a friendly amendment: delete in the field of business administration throughout the text; insert in administration and/or business.

With regard to a question about the definition of the community at large, M. Magnan stated that nominees would not be restricted to the local community. An example of such recipients would include Ken Woods and Morton Cohen.

The motion as amended was unanimously carried.

IX Report: Graduate Programs, Research and Program Evaluation
D. Morin made the following report:

2002 Appraisals:

The Diploma in Accountancy/CMA, PhD/MSc, DIA/DSA and Certificate Programs are presently under review. The Self Appraisal Committees have been formed and the Self Appraisal reports are expected in December 2002.

2001 Appraisals:

The MBA and the Undergraduate Programs have been under review since 2001. The external consultants for the MBA program will be invited during the month of January, provided we can obtain the CV's for all full-time and part-time instructors to complete the Self Appraisal Dossier. It is also expected that the Self Appraisal Committee of the Undergraduate program will complete the Self Appraisal Dossier by December 2002.

The second external consultant for the AMBA program visited this week. Dr. Thomas Carney from Purdue University had the opportunity to meet with many professors and students.

Curriculum Review:

Work should begin now on proposed curriculum changes for the academic year 2004-05. The Provost's office is presently undergoing changes and it is hoped that the need for hard copies of the curriculum change forms will eventually be eliminated.

Research:

Mathieu Amin, John Molson MBA Alumnus, and former CGSA President has been hired by the Office of Research as the Research Facilitator for the John Molson School of Business. This posting represents a one-year contract position, the scope of which will be to ensure delivery of support services aimed at assisting faculty in all aspects of research grant funding, including development and preparation of proposals for submission to provincial, federal, and international funding agencies. Mathieu will also act as the primary contact person for researchers and ensure appropriate management of information, queries and service delivery. He will be expected to pro-actively develop an in-depth knowledge of JMSB's research capacity and use this knowledge to match individual or groups of researchers with funding opportunities. Mathieu will begin working in this capacity on Monday November 25.

In response to a question about faculty access to the electronic c.v.s, D. Morin replied that there was some difficulty in categorizing the publications that would delay access until early 2003. She also confirmed that when the system is fully functioning c.v.s would only be released with prior written approval from the faculty member. In closing she asked faculty members who have not yet submitted their c.v.s for the electronic c.v. project to do so as soon as possible.

X CGSA Report - There was no report

XI Report: External Affairs and Executive Programs - There was nothing to report.

XII Report: Administrative Affairs and Human Resources

B. Ibrahim introduced M. Genova, Manager of CIT. He announced that an Advisory Committee for CIT composed of faculty and staff members would be struck in the near future to ensure efficient service from CIT. M. Genova distributed a copy of the CIT organizational chart to Council members (document JMSB-02M-01 attached) noting the interaction of the four units. She stated that the main change was in the technical support area. A Technical Support Coordinator has been appointed in anticipation of a revised mandate for the CIT to include student support, labs and executive classroom maintenance. With regard to a question about adding more resources to the Technical Support Unit, she advised that expansion of services in the future would necessitate a lab co-ordinator. In the meantime, CIT services and turn-around time will be carefully monitored by the Technical Support Coordinator. She confirmed that the Centre was well equipped for web course development and advised that all communications with the CIT can be done via CIThelp. Room bookings and equipment bookings are temporarily being handled by K. Ogrisek who is located in the CIT office but reports directly to the Office of the Associate Dean, Administrative Affairs and Human Resources. B. Ibrahim interjected that it had been his decision to eliminate the receptionist position in CIT.

With regard to CIT services for educational technology, one member of Council remarked that the Educational Technology Unit did not have the resources to handle the various demands of the Faculty. B. Ibrahim stated that CIT was now ready to move ahead in this area. M. Genova met this week with the Executive Committee and plans to attend future department meetings to gauge the needs and interest in web based course development. Based on this grass root input a systematic production plan can be proposed and the need for additional resources can be assessed.

In response to a question about the elimination of the Web CT for grade submissions, the Chair reported that IITS provided the JMSB Executive Committee with a demonstration of the new portal system now used by the other Faculties. It was agreed that the JMSB would use the Web CT for December 2002 grade submissions and begin training for the April submissions in January 2003. It was also agreed that the portal system was easier to use and provided additional features.

B. Ibrahim asked members of Council to consider the CIT organizational chart and to give their comments regarding the structure and service of CIT either to him or to M. Genova.

XIII Report: Undergraduate Programs, Academic and Student Affairs

G. Kanaan reported a 25% increase in applications and acceptances for January 2003 compared to this time last year. Last year approximately 270 students were admitted, approximately 340 students are expected to be admitted this year.

The Chair commented that the 25% increase in January was an indication of what to expect next September. All Canadian universities will deal with the double cohort from Ontario and an increase in applications from international students who feel uncomfortable in the United States. G. Kanaan said that he did not anticipate swelling enrolments in fall 2003 because the number of acceptances from the increasing number of international applications was relatively low.

XIV Reports from School Representatives on University Committees

- i) University Senate – There was no report.
- ii) Arts and Science Faculty Council - There was no report.
- iii) Senate Academic Planning and Priorities – There was no report.
- iv) Senate Academic Programs Committee – There was no report.
- v) Senate Research Committee - There was no report.
- vi) University Library Committee – There was no report.

- vii) Undergraduate Scholarships and Awards Sub-committee
M. Sharma reported that \$250,000 in student awards were distributed at the new donor-oriented ceremony held last month.

- viii) Board of Governors
S. Appelbaum reported that most of the fall Board meetings dealt with the violence of September 9th. The following motion was adopted at the Board of Governors meeting held November 25, 2002:

Whereas the "Cooling-off Period" approved by the Board of Governors on September 18, 2002 has resulted in an appreciable calming of the campus atmosphere, and whereas the continuation of the attendant restrictions could lead to misunderstanding of the University's objectives;

Be it resolved that the Board of Governors authorizes the Rector to lift the "Cooling-Off period" including restrictions on public meetings, demonstrations and information tables dealing with the Israeli-Palestinian conflict, it being understood that the principles to which CSU, Hillel and SPHR have agreed will be respected and enforced.

He noted that the Board had rejected this motion when it was presented at the October meeting but had now given the Rector full executive powers to handle each individual case based on the newly developed protocol document entitled Administrative Protocol Concerning Acceptable Public Expression.

With regard to the media ranking of universities, S. Appelbaum reported that the Rector summarized the lessons to be learned from recent rankings. The Globe and Mail ranking (October 2002), The National Post (November 2002), and McLean's (November 2002), indicated that our buildings are inadequate, a problem being addressed by an ambitious construction schedule. The rankings emphasized the need for improvement in research productivity, an issue that is being addressed by expanding the Office of Research Services and the search for a Vice-Provost, Research. They also indicated that the 2001 campus experience was less than positive. Regrettably, with the violence of September 9th and its aftermath, the 2002 report on campus experience will not likely show an improvement. The Rector will not alter Concordia's long standing policy of facilitating accessibility that leads to lower grade averages for new students as a way to improve Concordia rankings. In reply to a question about possible withdrawal from the rankings game, S. Appelbaum advised that Board favored staying in the game to influence the process by making incremental improvements. Withdrawal could be perceived negatively.

One member of Council recommended that the University invest in repairing the escalators in the Hall building.

In reply to a question about a plan to encourage faculty to publish in the journals recognized by the Financial Times, the Dean stated that the list had been distributed to all faculty members as a point of information. With regard to the data compiled by the Canadian Journal of Administrative Sciences located on the University of Alberta web site, it was pointed out that Concordia was recorded as having 1.8 publications per faculty member over a ten-year period. The methodology of the CJAS study favors single author publications.

ix) Council of the School of Graduate Studies - There was no report.

XV CASA Report

On behalf of P. Tragoulias, who is representing the John Molson School of Business at the National Business School Council, S. Miller reported:

-The success of the students at le Symposium gestion de ressources humaines at Université Laval placing third overall in the competition. Approximately 150 delegates from twelve universities competed.

-Resulting from the preliminary round of the Intercollegiate Business Case Competition at Queens University, the JMSB will send an accounting team and a business policy team to compete in January.

- A CASA committee along with students from McGill and UQAM are planning the 2003 Round Table conference in Montreal. Thirty-five to forty schools are expected to attend the event that will be held the second week of March.
- The success of the Concordia Sports Marketing Seminar that attracted between 150–200 persons from ten universities.

Council members applauded the CASA students for their success and contribution to the JMSB.

XVI New Business

- i) Report on JMSB Co-op Programs – JMSB-2002-06A-02
It was moved by D. Morin and seconded by G. Kanaan that Council grant speaking privileges to M. Buyukkurt, Director, JMSB Co-op Programs.
The motion was unanimously carried.

M. Buyukkurt introduced the Co-op Directors, S. Robinson, Director, Accounting Co-op Program, A. Ahmad, Finance Co-op Program, B. Shapiro, Human Resources Co-op Program and H. Simpkins, Marketing Co-op Program. She stated that one of the strengths of the program rests with the selective admission process. Only students with high CRCs are chosen for interviews to assess their employability. The average CRC last year was 29.3 compared the undergraduate norm of 26.5. The average GPA of students in the programs is 3.3. The highest GPA last year was 3.91. Students with GPAs below 2.7 are not permitted to stay in the Co-op Program.

As a consequence employers now prefer the JMSB Co-op students because they know they will hire top quality candidates. Over 90% of graduates are permanently employed by their Co-op employers prior to graduation. Moreover, an increasing number of employers now hiring Co-op students are graduates of the JMSB Co-op program. It is a winning situation for the students, the employers and the JMSB. Students have the opportunity to test-drive a career choice, employers have the opportunity to work with top-notch students and the JMSB has the opportunity to market their best products.

M. Buyukkurt introduced C. Webb, Director, Concordia Institute for Co-operative Education whose recent initiative provides students with the opportunity and guidance to establish their own consulting companies. The Co-op Institute pays students to work half the semester for free for a charitable organization that they have found. During the second half of the semester students must find clients who will pay them for their services.

To increase the visibility of the programs, the JMSB Co-op Programs hosted the first annual employers reception to honor the employers who provided the most work terms for our students. To strengthen the co-op student community, the

Institute for Co-operative Education and the JMSB Co-op programs held an information session for all co-op students. The development of the Co-op Student Association has been challenging due to the work schedules of the students. The Co-op computer lab, equipped from a donation in memory of a Co-op alumnus, will soon be operational.

With regard to the objective of doubling enrolment by 2005, M. Buyukkurt explained that the shortfall this year was largely due to a revised application process in the Registrar's office that inadvertently omitted page two of the application form where the applicants indicate their interest in the co-op programs. By the time the problem was discovered and the students contacted, many students had already made their decisions. This year intensive recruitment efforts in the CEGEPs are planned and a mechanism for allowing international students to participate in the program will be developed.

With regard to publicity, M. Buyukkurt reported the strong support of the Co-op Alumni chapter and welcomed assistance from all faculty and staff. Literature concerning the programs is available from the Co-op Programs office.

With regard to information sharing, she advised that viable procedures have been established with the Office of the Associate Dean and the Institute for Cooperative Education. Further negotiations with the Office of the Registrar are required to obtain access to their database.

With regard to faculty participation, M. Buyukkurt explained the importance of the role of Co-op committee members who often benefit by making excellent contacts for their research. She asked Council members to discuss the opportunities and rewards of Co-op committee work at their next department meetings.

With regard to the financial contributions of the Co-op program, M. Buyukkurt commented that while the bottom line did not compare with those of the revenue generating programs, the overall contribution to the JMSB was priceless.

Members of Council applauded M. Buyukkurt and the Co-op Directors for their major contributions to the Faculty.

A vote of thanks to the Co-op Directors was moved by S. Goyal and seconded by S. Bognar.

The motion was carried unanimously.

ii) Executive MBA Report – JMSB-2002-06A-03

It was moved by K. Buyukkurt and seconded by D. Morin that Council grant speaking privileges for W. Taylor, Director, Executive MBA Program.

The motion was carried unanimously.

W. Taylor highlighted the report pointing out that the Telecom meltdown negatively affected enrolments this year. He advised that the EMBA self-appraisal process has been completed and the external examiners were quite positive. Copies of the self-appraisal and the external appraisal reports are available from the EMBA Office. The enrolment objective for next year is thirty-five students.

With reference to the EMBA in Paris program, W. Taylor advised that a few of the fifteen students have withdrawn because they were not fully aware of the intensity of the program. An enrolment of twenty-two students is expected for the next class in April. The goal of the program is to gain prestige for the JMSB and to provide opportunities for Faculty and, based on the business model, the School cannot lose financially. The EMBA Paris option now employs approximately twenty-five faculty members. The program will be assessed this year to determine whether or not the contract with IFG that expires in 2003 will be renewed. In closing, he mentioned that his contract as Director of the Executive MBA would expire May 31, 2003.

In response to a question about the elimination of the laptops from the student package covered by tuition fees, W. Taylor advised the issue would be addressed during the upcoming curriculum review. As to evidence of strong interest in the program in Europe, he advised that he had already received forty application dossiers for the April session. Last year it was uncertain in February that there would be sufficient enrolment to run the first class. In reply to a question about the 20% percent of students without undergraduate degree, he explained that pressured by the School of Graduate Studies in December, he had forecasted that three students would not have an undergraduates based on a total enrolment of eighteen using the 15% guideline. The lower enrolment coupled with the withdrawals affected the ratios.

Council members applauded W. Taylor for his contribution to the JMS.

iii) Aviation MBA Report – JMSB-2002-06A-04

D. Doreen reported that apart from the financial aspect last year was very successful. The first distance education program students graduated from the GAMBA this summer. Mr. Robert Greenhill, CEO of Bombardier International, was the guest speaker at the graduation ceremony.

He announced that the AMBA would host the second International Conference on Management Education Research on July 21 and 22. The conference will follow through on the ICAO conference, co-hosted by the McGill Air and Space Law Institute, IATA, Aeroports Council International and Concordia University, being held in March 2003 on Liberalization in the Aviation Industry. The summer

conference will address the management issues while the March conference addresses the legal issues. An international policy seminar for students in aviation programs around the world will take place this summer to introduce students to ICAO, IATA and other aerospace activities in Montreal. A similar seminar focusing on the U.S. aviation industry takes place annually in Washington.

D. Doreen advised that he was expecting the results of a grant application submitted to the VRQ for distance education applied to aviation management in partnership with Air Canada. He also announced that an alliance has been formed with the African Airline Association that could tap into the international development funds earmarked for Africa to create products specifically in the area of African aviation management programs. Again this year, the AMBA will host an eight-day seminar for students from Danau-Universitat Krems University in Austria. The University of South Africa has approached the AMBA with a view to forming a partnership for the GAMBA program in South Africa.

With regard to the financial aspect of the program, he reported that the loss of \$259,000 should be adjusted to read \$229,083.42. A plan has been developed to show a profit next year. The AMBA program enrolment paralleled the GAMBA program enrolment. If there is no significant increase in the AMBA program enrolment AMBA students will be asked to transfer to the GAMBA program. The cost of advertising the GAMBA program estimated at \$120,000 will be severely reduced and a tuition increase of \$3,000 U.S. has been recommended to the Board of Governors.

It was moved by C. A. Ross and seconded by R. J. Oppenheimer that the AMBA report be tabled.

The mover explained that on comparing the 2001 AMBA report with the 2002 AMBA report he found that much of this year's report is identical to last year's report. For example, the 2002 conclusion repeats the 2001 conclusion including reference to IATA despite the fact that IATA no longer has a role in the program. Referring to the IATA website, he quoted: "ATTI, IATA's training arm, has created an education alliance strategy designed to promote the advancement of business leadership in aviation through cooperation with leading universities worldwide. ATTI initiated the development of a global network of universities that will offer a Masters of Business Administration degree with aviation specialization. Discussions are progressing with McGill University in Montreal, Cranfield University in the U.K. in preparation for a program launch this year. In 2001 a memorandum of understanding was signed with the Civil Aviation University in China to develop a Masters of Management in Aviation specialization". Referring to page 10, third paragraph under the heading students,

he indicated that the profile of the students was identical to the profile of last year's students. He stated that it would be irresponsible to accept the report as is and suggested that the AMBA Director rewrite the report for submission to Council ensuring that the report includes GMAT scores, the gender breakdown and average age of the students and the number with degrees. D. Doreen agreed to the suggestion.

It was agreed that further discussion of the report would be postponed until the revised report is submitted to Council.

It was confirmed that Council had already approved a standardized format for the annual reports from revenue generating programs.

The mover and the seconder agreed to withdraw the motion.

- iv) Goodman Institute of Investment Management Report – JMSB-2002-06A-05
It was moved by D. Morin and seconded by B. Ibrahim that Council grant speaking privileges to A. Hochstein, Director, Goodman Institute of Investment Management. The motion was carried unanimously.

A. Hochstein highlighted the report noting a 64% success rate in last year's CFA examinations; higher than the national average but below program expectations. Students who fail the CFA level I exams may not take core courses but may continue in the program by completing elective courses. He projected that the program would make a profit within the next three to four years. In the meantime the deficit is covered by the \$2M Goodman fund. A marketing strategy is being developed and a new program brochure is being designed.

In response to a question about students who fail the CFA exams but succeed in the MBA courses, A. Hochstein explained that students must pass the CFA Level I exams to continue with the core courses in the MBA program. They can only continue in the program by completing elective courses. Students who fail the CFA exams twice are dismissed from the program. Consequently it is not possible to complete the MBA requirements until the CFA exams have been passed. With regard to a question about differences in MBA courses in the regular program and those in the Goodman Institute in Investment Management, he advised that some courses were more targeted to the industry but essentially the content was the same. As to differences between the Montreal and Toronto students, he advised that the Toronto group was smaller, more cohesive and had a higher success rate.

Members of Council applauded A. Hochstein for his efforts on behalf of the JMSB.

- v) Entrepreneurship Institute for the Development of Minority Communities – JMSB-2002A-06

C. Bayne stated that his role was personally rewarding because the EIDMC reflects the Georgian spirit by contributing to the development and advancement of visible minorities. At the same time, the Institute contributes to the JMSB - over 30% of the Faculty worked for the EIDMC over the last three years and last year the Institute contributed \$266,000 to the JMSB. He explained that the reduced contribution of \$57,000 this year was due firstly to offering significantly fewer seminars for the Cree community caused by their election process that delayed the start of classes, and secondly, due to internal competition. He advised that the issue of internal competition was being addressed however the estimated loss to the School this year for the Cree Police program was \$100,000 - \$125,000.

Council members applauded C. Bayne for his efforts on behalf of the JMSB.

- vi) Executive Development Programs – JMSB-2002-06A-07

M. Magnan highlighted the report informing Council members that EDP, relying largely on external consultants, offers one and two-day seminars mostly to first line supervisors in manufacturing and production management. The financial loss of \$76,000 was due to cancellations caused by the fall out of 9/11. Fall registrations are on target and the spring session shows improvement. A 5% growth has been tentatively projected for next year. The major change for the program has been the appointment of K. Boulos as Business Director, effective October 28. K. Boulos has begun working on the winter offerings and a strategic revamping of the program operations to bring it in line with the objectives of the JMSB and develop a connection between EDP and faculty members. While there is no reason that the program would not show a profit in the future, the goal of the EDP is to raise the profile of the JMSB in the business community

The Chair commented that the JMSB strategic plan includes amending the goals and strategies of the Executive Development Program to be compatible with the mission and objectives of the Faculty. The appointments of M. Magnan and K. Boulos are the first in a series of steps to reorient the EDP.

It was moved by B. Ibrahim and seconded by D. Morin that K. Boulos, Business Director, Executive Development Programs, be granted speaking privileges.

The motion was carried unanimously.

K. Boulos reported that the 2002-2003 offerings would sustain the EDP during the reorganization period. An EDP Steering committee will be struck to assist with aligning the strategic plan with the goals of the JMSB. In the meantime, cost

structures will be assessed to find ways to reduce expenditures and ensure a break-even this year.

XVII Other Business

XVIII Adjournment

It was moved by S. Goyal and seconded by H. Bhabra that the meeting be adjourned.

The motion was carried unanimously.

The meeting was adjourned at 12:20.

XIX Next meeting

The next regular meeting of Council will take place on Friday, January 10, 2003 in room GM302.